



Rodney Sharples

October 2, 2025

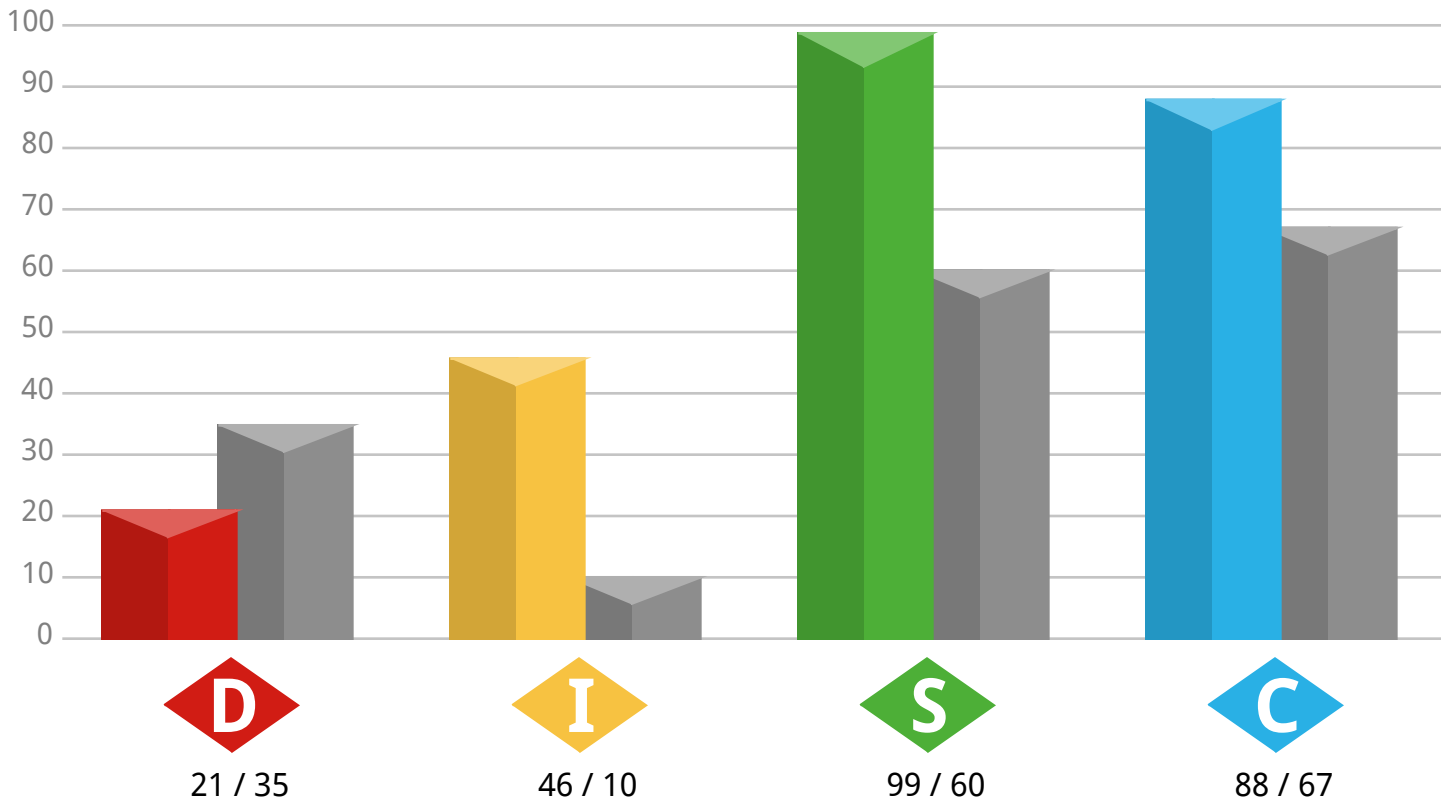
This Innermetrix DISC Plus Profile combines the best of two world-class profiles authored by the Founder and CEO of Innermetrix, Jay Niblick. The DISC Index measures your preferred Behavioral style and the Values Index measures your motivational style and drivers. Together they will help you understand HOW you prefer to get things done, and WHY you're motivated to do them. This level of self-awareness and discovery are the core to achieving peak performance in any role or endeavor, to ensure that you properly align what you do best with how you do it and why.



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Natural and Adaptive Styles Comparison



Rodney Sharples

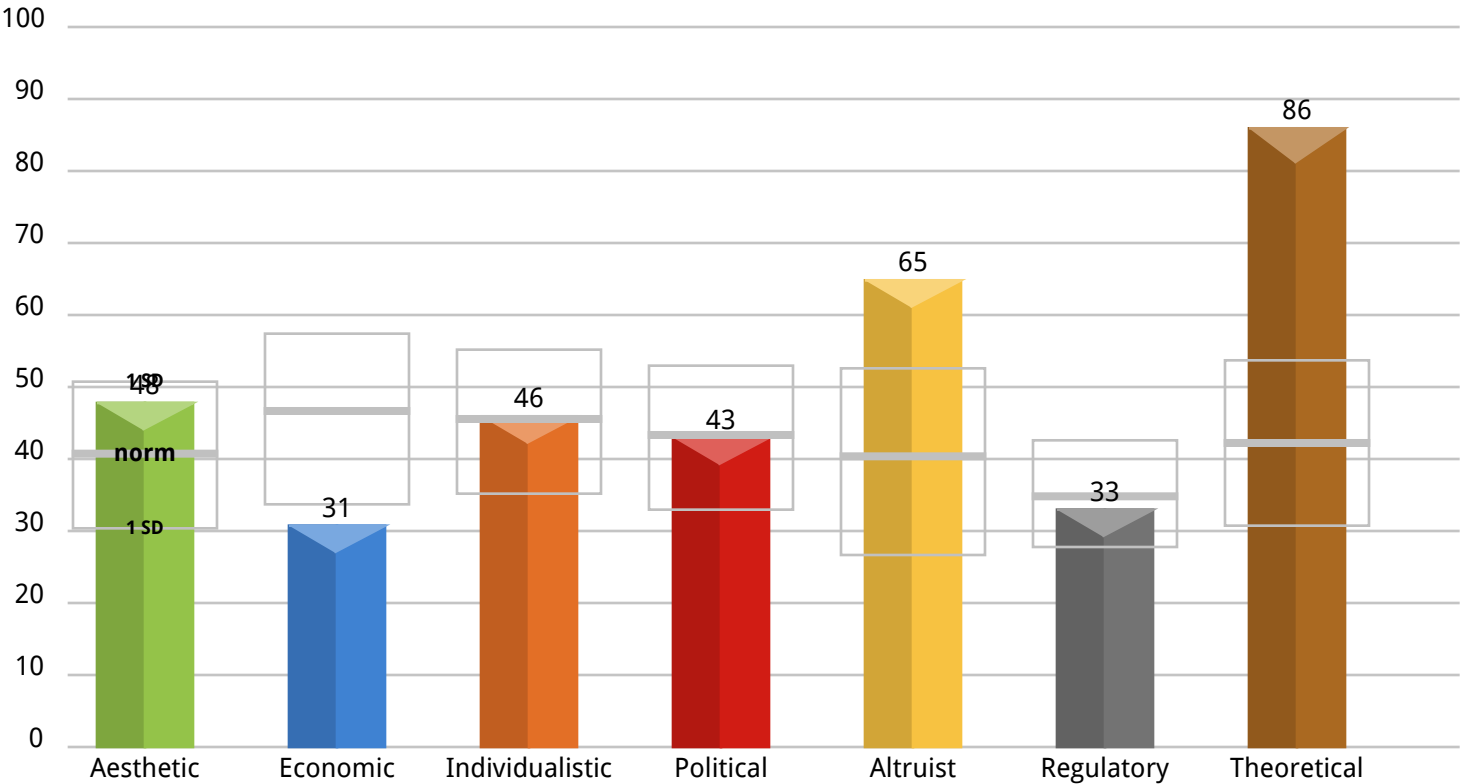
Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style:

The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adapt to this style for too long you may become stressed and less effective.



Executive Summary of your Values



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Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
Low Economic	You are a team player and may put others' needs before self.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
High Altruist	You have a high desire to help others learn, grow, and develop.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.

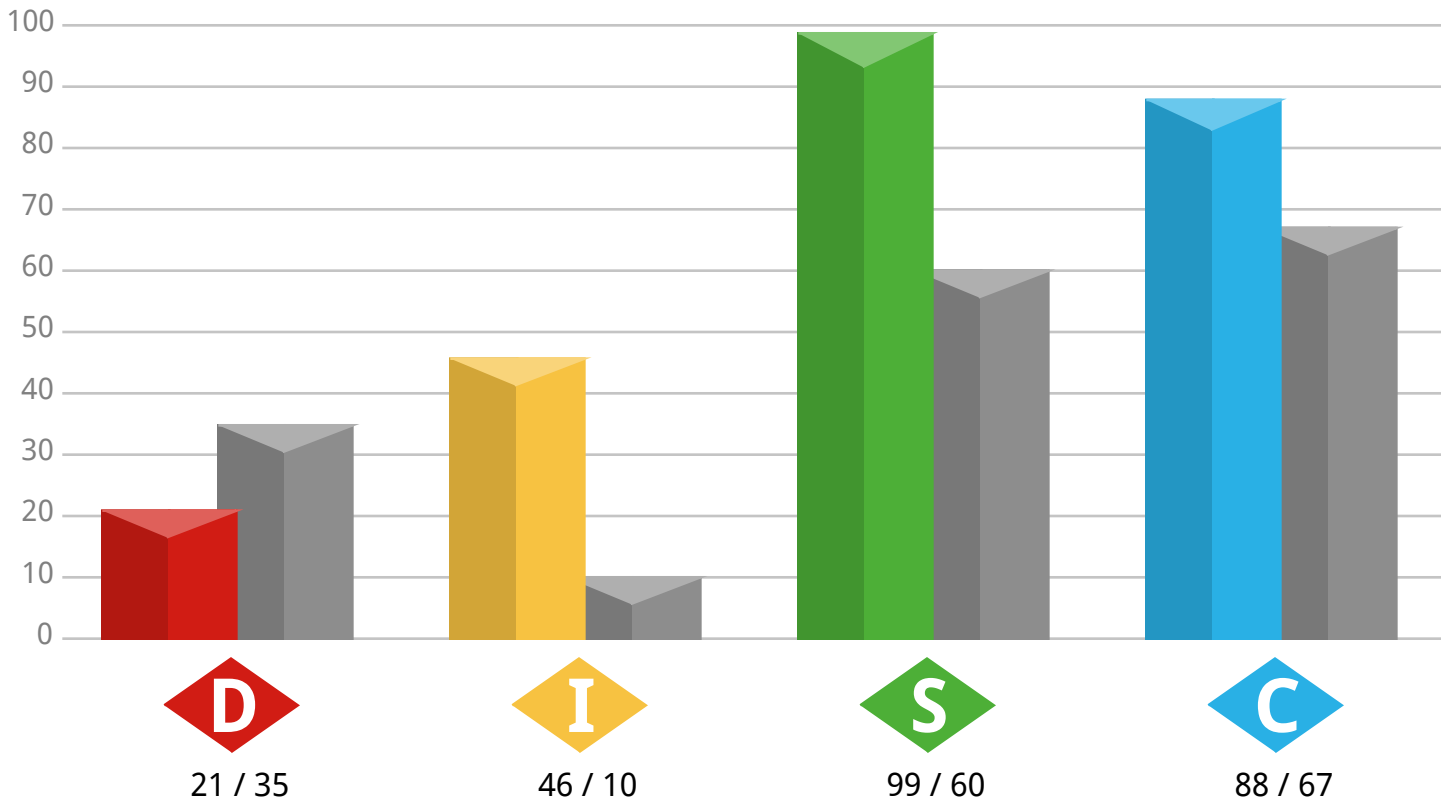


The DISC Index

HOW do you prefer to use your talents based on your natural behavioral style?



Natural and Adaptive Styles Comparison



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About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life



The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

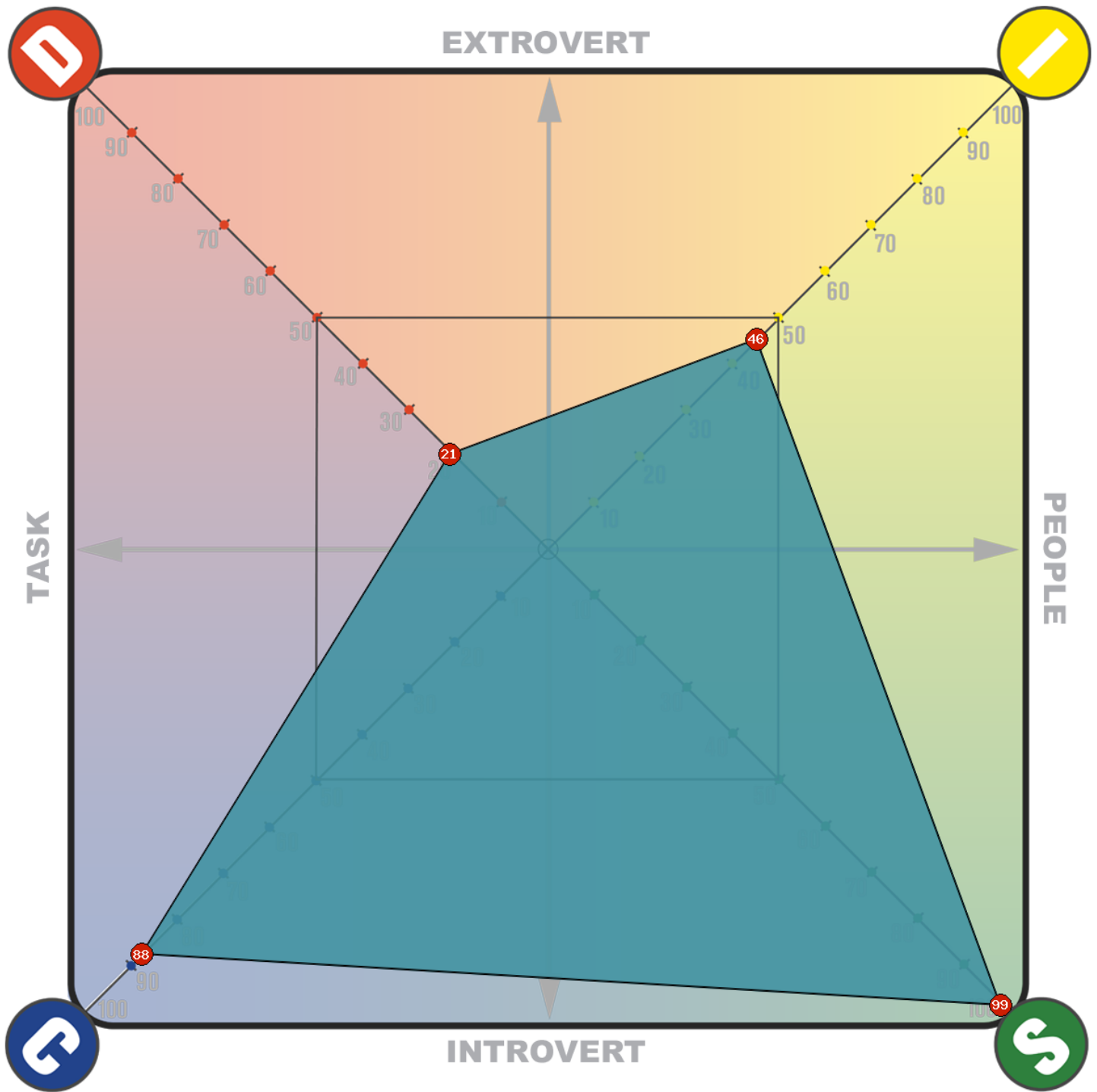
A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.



A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and make decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/standards
High D	High I	High S	High C
Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Deliberate	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Reserved Introspective	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Chaotic Spontaneous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Challenging
Low D	Low I	Low S	Low C

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Decisive

Your approach to problem-solving and obtaining results

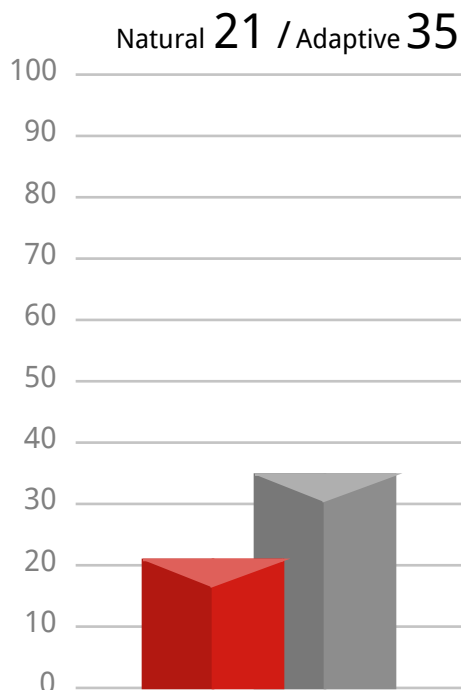
The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.



Your score shows a very low score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You prefer to withhold your decision until you have enough information.
- You tend to be peaceful and avoid confrontation whenever possible.
- You avoid confrontations, preferring instead to work with others to resolve issues.
- You like taking a slower, more methodical approach to making decisions.
- You can depend heavily on others to help make decisions.
- You like specialized assignments or work.



Interactive

Your approach to interacting with people and display of emotions

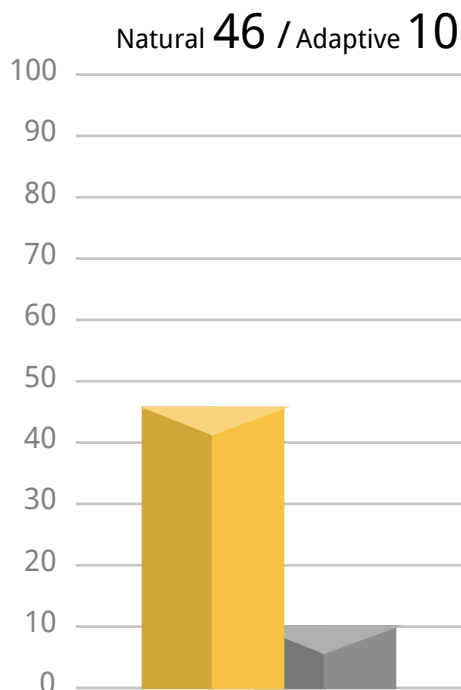
The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.



Your score shows a low average score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You can easily interact with others.
- You are able to persuade others in a convincing manner when necessary.
- You tend to be slightly more reflective than talkative.
- You are able to balance working alone and working in a group very easily.
- You tend to be a stabilizing force when emotional issues hit the team.
- You like a balance of working alone and working with a team.



Stabilizing

Your approach to the pace of the work environment

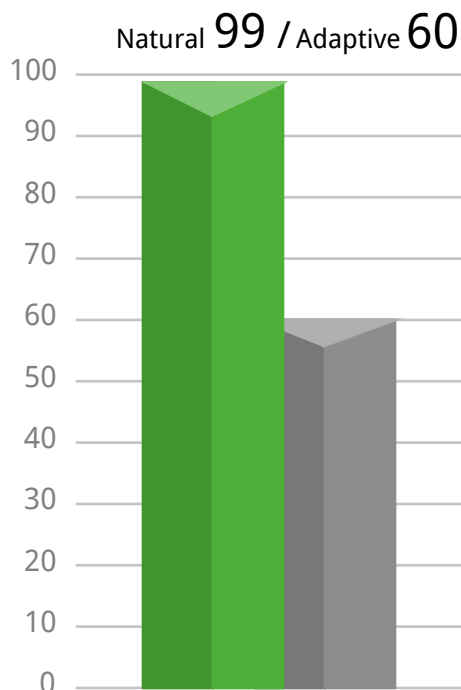
The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.



Your score shows a very high score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are very patient in working with a wide variety of people.
- You like having a strong identification or connection with the group, organization, or mission.
- You possess an amazing ability to calm those people who are upset.
- You're always willing to help out in a pressure situation, even if you don't really want to.
- You desire a high level of structure and order.
- Even in the midst of chaos or high tensions, you are usually very cool, calm, and serene (or at least you are perceived as such on the outside).



Cautious

Your approach to standards, procedures, and expectations

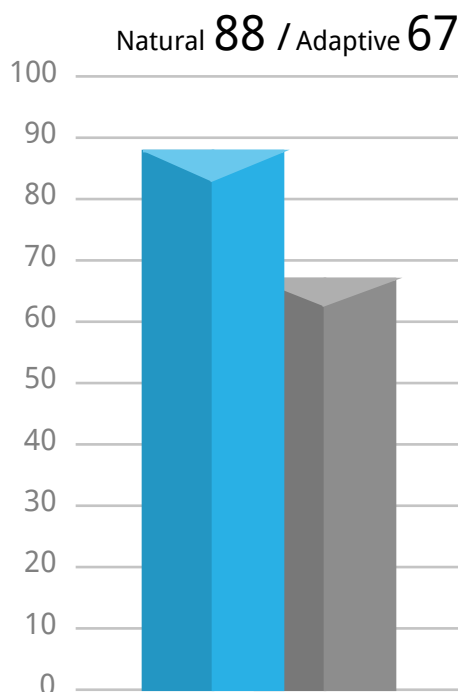
The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.



Your score shows a very high score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You possess excellent critical thinking and problem-solving ability.
- You prefer to have the complete picture before beginning with any task or process.
- You like a work environment that is precise, structured and orderly.
- You are known as an accurate fact-finder by others.
- You can express your disagreement in a passive-aggressive way.
- You are most likely seen as being more resistant to change than others.

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Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress.

The following statements are true to just your unique natural style:

- Evaluates others by their own use of procedures, standards, and quality action.
- Others on the team may seek you out to answer a detailed question for them. (The word about your high competence and knowledge-base gets around the organization quickly.)
- When taking risks, you score like those who take calculated, educated risks only after a thoughtful analysis of the facts and data, and have analyzed options and potential outcomes.
- You tend to be restrained and reticent in showing emotions, and you may not be extremely verbal at a team or organizational meeting, unless asked for input or if the topic is one of high importance to you.
- You set high performance standards for yourself and others, and expects all to meet those standards.
- Appreciates security in projects, systems, and the job culture. Much of that security may be achieved by maintaining high standards of operational quality.
- Has a high sense of 'neatness' in the organizational workspace and at home. Everything in its place is preferred over clutter of some other style preferences.
- Decisions are made after careful consideration of all variables and inputs. This process may take a bit more time in the view of some others on the team, but the decision will be a quality outcome.



Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- Has a high sense of 'neatness' in the organizational workspace and at home. Everything in its place is preferred over clutter of some other style preferences.
- Persuades others on the team by careful attention to detail, and through facts, data, and logic, not emotion.
- Appreciates security in projects, systems, and the job culture. Much of that security may be achieved by maintaining high standards of operational quality.
- May tend to get bogged down in details during some decision-making processes. The reason is that you may keep the data-gate open too long: There may be more information forthcoming that might impact the direction of the decision.
- On work related projects you tend to be restrained and reticent in showing emotions, and may not be extremely verbal at a team meeting, unless asked for input or if the topic is one of high importance to you.
- On the job, there is a right way and a wrong way to complete all projects. Let's complete it the right way.
- When taking risks, you score like those who take calculated, educated risks only after a thoughtful analysis of the facts and data, and have analyzed options and potential outcomes.
- You set high performance standards for yourself and others, and expect all to meet those standards.



Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Greater participation in team efforts and activities.
- Working with others who have a high level of quality-orientation.
- Having an increased sense of urgency in making decisions. To be able to shut the data-gate and make a decision based on the information currently available.
- Work that involves you in the big picture.
- Work assignments of high precision and accuracy to capitalize on your high detail orientation.
- Job descriptions that are presented clearly, and with no ambiguities, and preferably in writing.
- Sufficient time to consider alternatives prior to making changes.
- Being more confident in your own decision-making ability.



Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- Standard operating procedures that can support a quality initiative without being changed dramatically.
- Complete explanations of systems and processes that impact your work environment.
- Work tasks of a highly specialized nature to support your natural curiosity and detail orientation.
- Projects and challenges of a specialized nature to demonstrate skills and competence.
- Established procedures on which a base of successful processes can be built.
- Quality control standards that are adhered to by all members of the organization, not just by a few people.
- Appreciation for the competence and work ethic demonstrated over the long haul.
- Sufficient time to adjust to change so as not to disrupt systems and processes.



Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each other. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- Very high degree of quality control and detail orientation.
- High degree of accuracy while keeping an ear to the project-clock and time-line.
- Tactful in explaining ideas that may impact others on the team.
- High degree of technical specialty and skill in your area of expertise.
- Patient in working with others on the team, and demonstrating appropriate methods for completing a project with attention to details.
- A strong guardian of high quality control standards and procedures.
- Excellent, considerate, and analytic listening style.
- Not an extremist, and will be supportive of team efforts.



Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- An environment relatively free from interpersonal conflict and hostility.
- Few sudden shocks or unexpected problems.
- A secure work situation, in exchange for the loyalty and work-ethic demonstrated.
- Time to reflect and think about pros and cons to solutions.
- Complete explanations of areas of responsibility and control.
- Appreciation for the long hours and work ethic on tough projects and assignments.
- An environment where you can work with people with whom you have developed mutual trust, rapport, and credibility.
- Security in the work setting to maintain high quality control standards.



Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems.

Due to your behavioral style, you may tend to:

- Could benefit from a greater degree of self-confidence and an increased sense of urgency to accomplish activities in a tighter timeline.
- May sometimes oversell on standard operating procedure, rules, or regulations.
- May be perceived by others as very private, guarded, shy, and undemonstrative.
- Could demonstrate more openness to new ideas and innovations.
- May be too tightly linked to established procedures and tradition, even when more efficient and effective methods become available.
- May spend more time than necessary in preparing your 'case' due to fear of the unexpected, or being seen as under prepared.
- Could warm up a bit more when meeting new people or talking with those not intimately involved in your immediate work.
- May be perceived by some as slow to make decisions, and tentative about making changes.



Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and in being taught and learning.

How you prefer to share knowledge or teach:

- Prefers explicit instructions and measurement criteria to be established with the participants.
- Very accurate in presenting information.
- Balances individual and group work for the participants.
- Sincere participation with others as a co-learner or co-facilitator.
- Leads the group by encouraging cooperation.
- Excellent note-taking, record-keeping, and journaling.
- Shows authority by demonstrating trust and participation with the group.

How you prefer to receive knowledge or learn:

- Shows patience with tedious, technical, and specialty tasks. Does independent practice as well as working with others.
- Needs details and time to reflect on learning.
- As a participant, prefers a balance between individual and group work.
- Wants to know performance outcomes, objectives up front.
- Can balance both individual work and group interaction.
- Shows commitment, and wants to be personally involved in learning.
- Looks for meaning and clear integration of the learning activities.



This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with you:

- Prepare your case in advance; don't 'wing-it' using charm alone.
- Provide clear, specific solutions, and support your position.
- Be candid, open, and patient.
- Use a thoughtful and logical approach to discussing ideas and options.
- If you say you're going to do something, do it.
- Break the ice with a brief personal comment.
- Take your time to be precise and thorough.

Things to avoid to effectively communicate with you:

- Don't leave the idea or plan without backup support.
- If you disagree don't let it reflect on others personally, and don't let it affect the relationship.
- Don't fail to follow through. If you say you're going to do something, do it.
- Don't make decisions for others.
- Don't be unrealistic with deadlines.
- Don't offer assurances and guarantees you can't fulfill.
- Don't be domineering or demanding.



In order to make the most out of the information in this report it is important that you connect it to your life in a tangible way. To help you make this information your own, and pull out the most relevant parts, fill in the blanks below.

Decisiveness:

How is your 'D' score relevant to your life?

Interacting:

How is your 'I' score relevant to your life?

Stabilizing:

How is your 'S' score relevant to your life?

Cautiousness:

How is your 'C' score relevant to your life?

Overall Natural Style:

What is one way in which your natural style relates to your life?

Overall Adaptive Style:

What is one way in which your adaptive style relates to your life?

Strength-based insights:

What specific strengths do you think connect to your success more than any other?



Communication Dos and Don'ts:

What did you learn from understanding your preferred communication style?

Ideal Job Climate:

How well does your current climate fit your behavioral style?

Effectiveness:

What is one way in which you could become more effective?

Motivation:

How can you stay more motivated?

Improvement:

What is something you learned that you can use to improve your performance?

Training/Learning:

What did you learn that could help you instruct others better, or learn more effectively?



Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success:

Overall, how can your unique behavioral style support your success? (cite specific examples)

Limiting Success:

Overall, how could your unique behavioral style get in the way of your success? (cite specific examples)



The Values Index

WHY are you motivated to use your talents based on your drivers of engagement?



About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.



The Elements of the Values Index

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.



A closer look at the seven dimensions

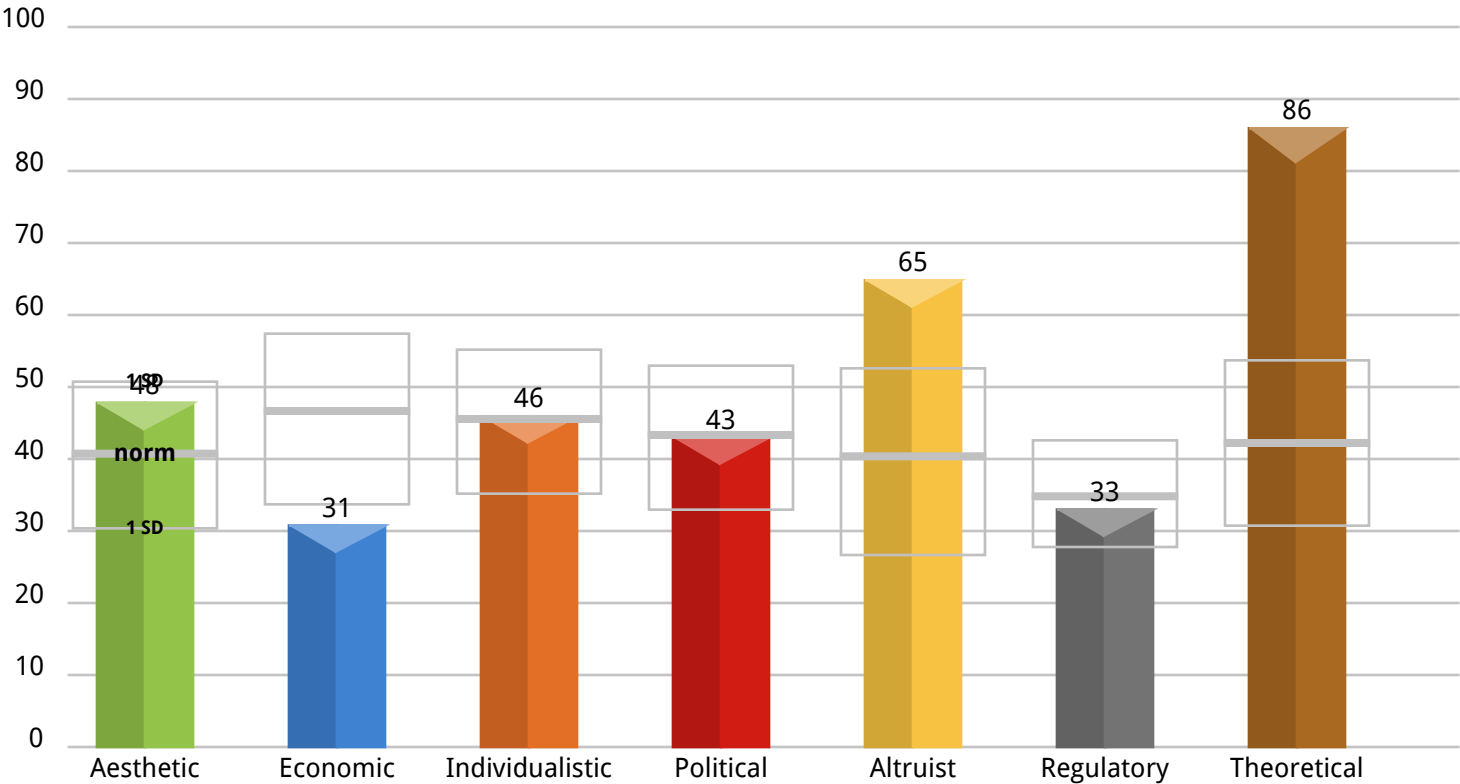
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do. It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

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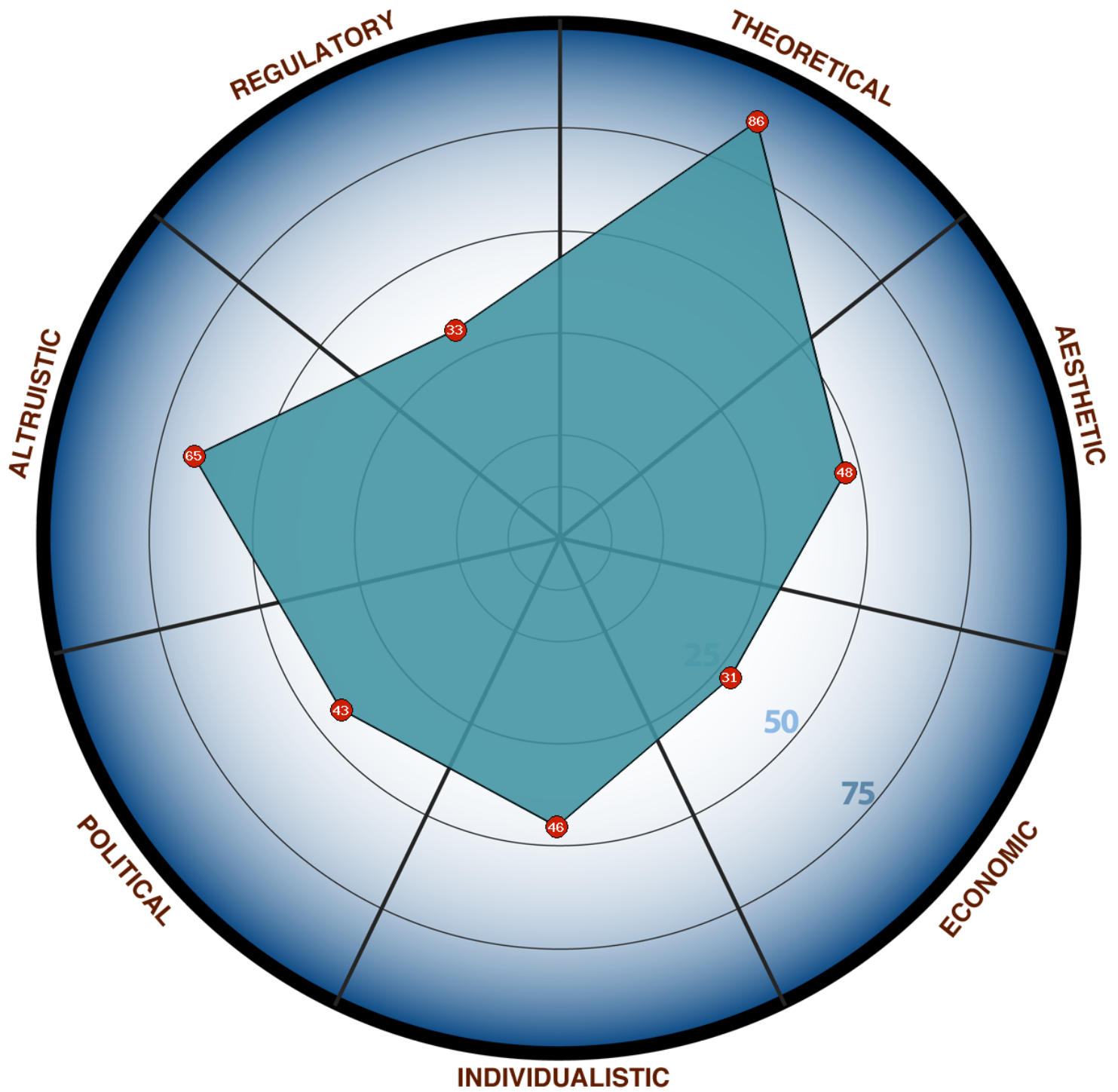


Executive Summary of your Values

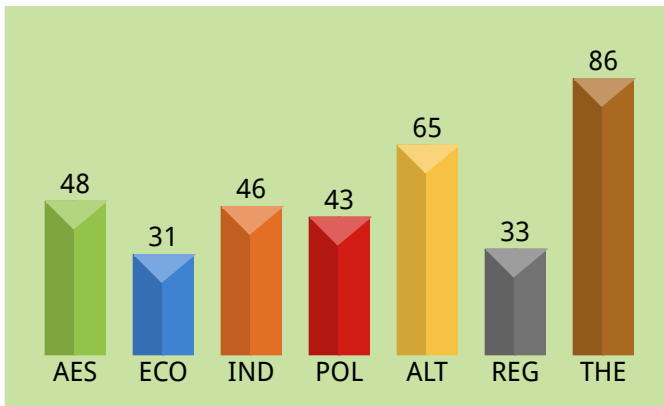


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Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
High Altruist	You have a high desire to help others learn, grow, and develop.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Very High Theoretical	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.



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The Aesthetic Dimension:

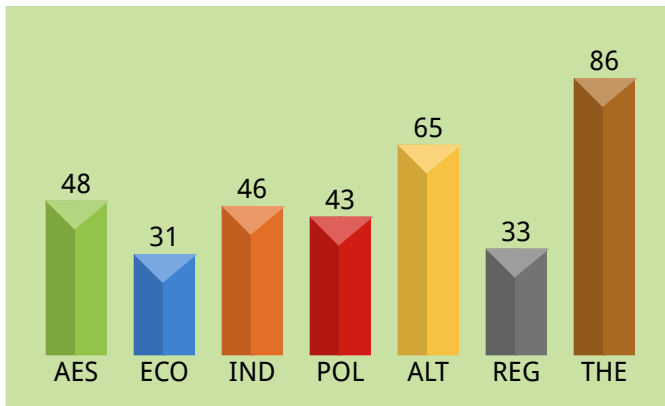
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You respect others' needs to express their creativity.
- You possess the average level of aesthetic appreciation, near the national mean.
- You possess a healthy balance between form and function.
- You can work well with others to create and innovate.
- You work equally well with the artistic and non-artistic types.

Key Strengths:

- You appreciate a sense of balance between work and life, but are not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.



The Aesthetic Dimension:

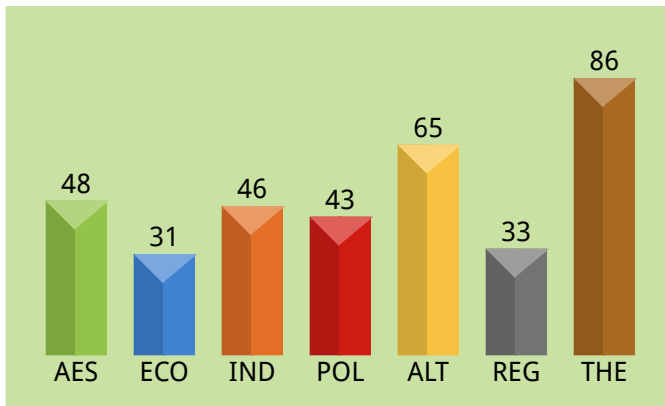
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You appreciate the need for conservation efforts and preserving balance and harmony in the surroundings.
- You believe that art and form can be uplifting and positive, even for those with no artistic ability.
- You balance team efforts between doing it right and doing it enjoyably.
- You possess a level of artistic interest or appreciation that is right at the national mean.
- To you, balance between work and life is important.

Your Training/Learning Insights:

- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.

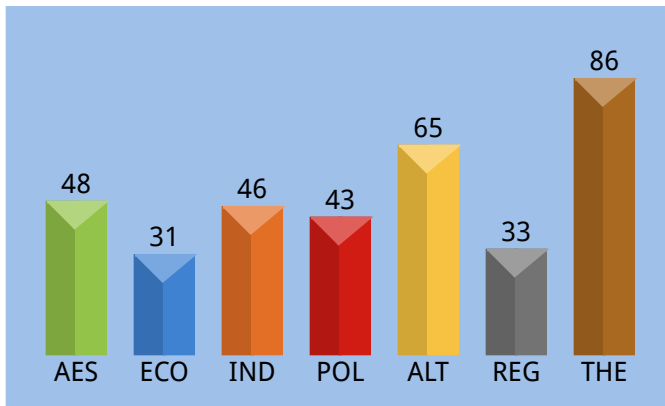


The Aesthetic Dimension:

The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Continual Improvement Insights:

- Since your score is at the national mean, it is important to review other Values drives for a more complete look at areas for quality improvement.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- Remember that it is OK that some don't appreciate artistry, balance or harmony and you can serve as a bridge between those who do and don't see value in such things.



The Economic Dimension:

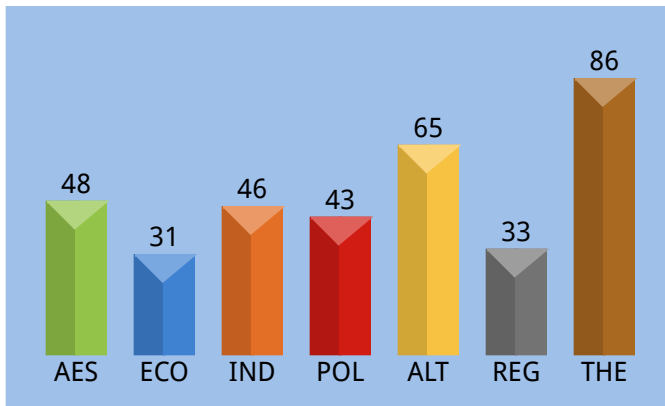
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You score in a range that indicates a lower interest in materialistic, or that you have already achieved a level of material security.
- While not driven by money, you may be sensitive to perceived inequities in wages and salaries, and do not want to be taken advantage of in that process.
- The lower score here may also indicate that you may have already begun to reach your own level of financial security, to the extent that things other than money may now become motivating drives.
- Using money or materials as a yardstick to measure or impress others is not important to you.
- You should check the full results and graph of the inventory to determine those values that were ranked in a higher field than the Economic area.

Key Strengths:

- You rarely (if ever) look at a project with a "what's in it for me" perspective.
- You are sensitive and responsive to the "people-side" of work related activities.
- You see a wider spectrum of the picture, not just the economic view.
- To you, monetary compensation is a basic function, but look to higher levels of value in the report to connect with where your real passion lies.
- You are an excellent team player and team member.



The Economic Dimension:

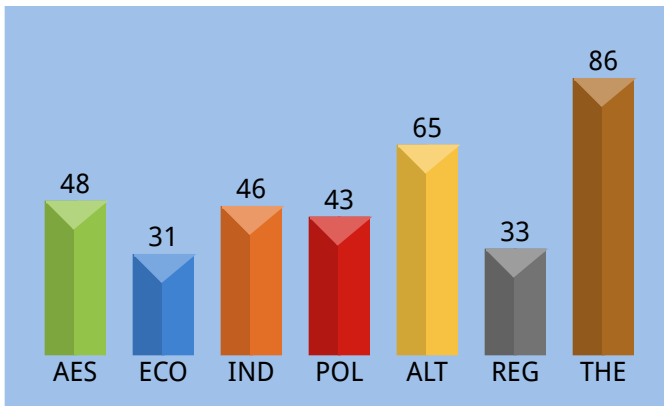
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You prefer praise for continued contributions to the job, sometimes even without highly visible recognition.
- You need recognition for innovative, creative work; not just for doing your assigned responsibilities.
- You will enjoy sincere recognition for contributions other than merely economic.
- You should avoid mundane tasks.
- You should allow time in the schedule for helping others as well.

Your Training/Learning Insights:

- You come to a training or development function typically without a 'What's in it for me?' attitude.
- You may prefer team-oriented activities, to work and share ideas with others.
- You score like those who enjoy a more cooperative learning style, versus remote or competitive.
- You may prefer less competition between learning groups.

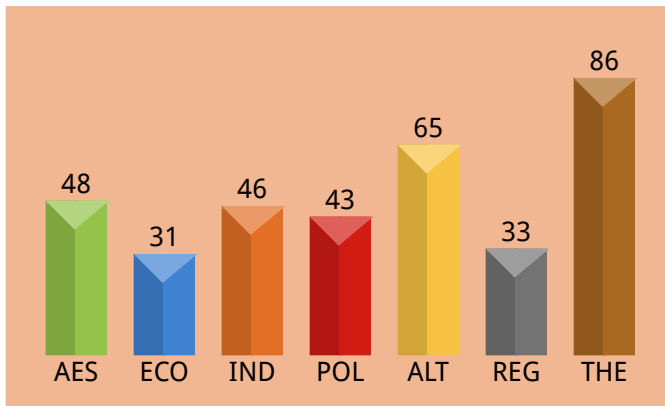


The Economic Dimension:

This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Continual Improvement Insights:

- You may need coaching to increase revenue awareness or profit motivation.
- You should avoid spreading yourself too thin by taking on responsibilities that could be delegated to others.
- You may need to learn to say "no" more often.
- You need to be aware of others who may have a stronger Economic drive and respect the differences.
- You may tend to over commit both on and off the job, such as with community organizations, etc.



The Individualistic Dimension:

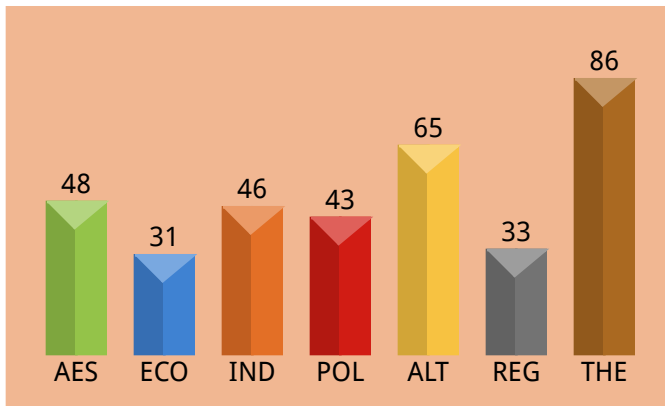
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You have the ability to take or leave the limelight and attention given for special contributions.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.

Key Strengths:

- You may be considered flexible and versatile without being an extremist.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- You may be seen as a stabilizing force in organizational operations and transactions.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.



The Individualistic Dimension:

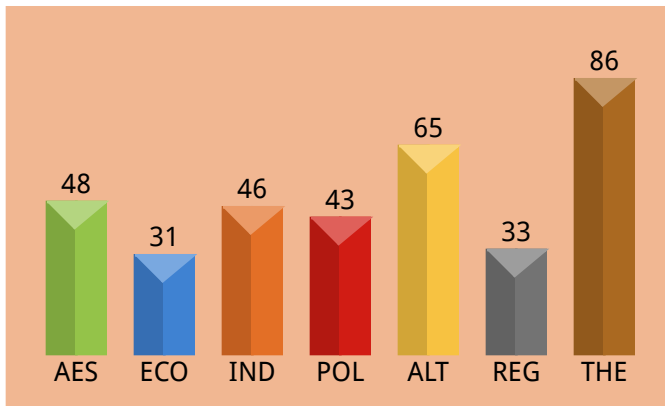
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.
- You can provide input to gain a center-lane perspective on an organizational issue related to this Values scale.

Your Training/Learning Insights:

- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.

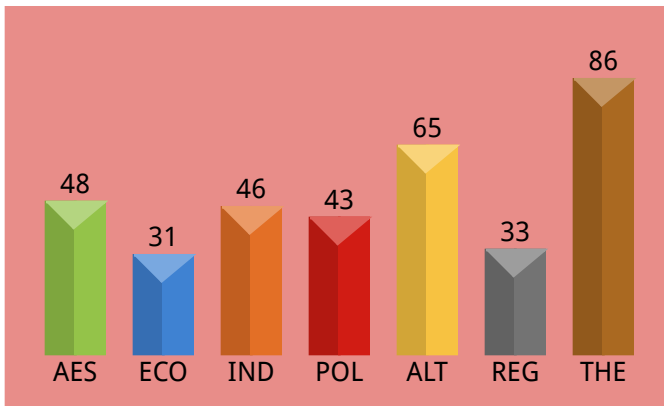


The Individualistic Dimension:

The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Continual Improvement Insights:

- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



The Political Dimension:

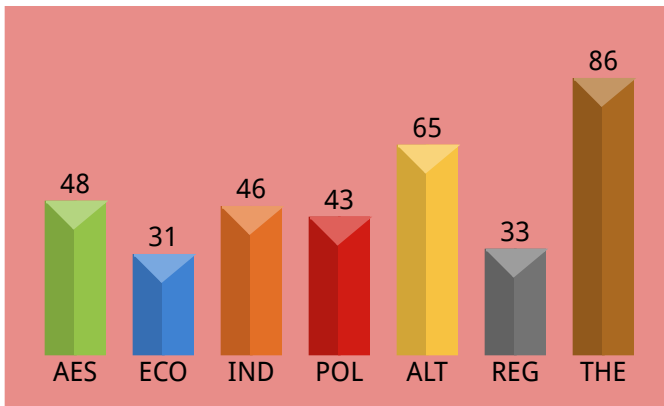
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- You may be seen as a stabilizing force in day-to-day team operations.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.

Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.



The Political Dimension:

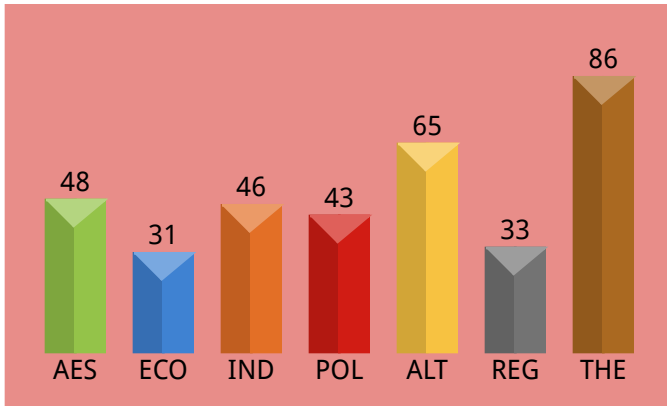
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.

Your Training/Learning Insights:

- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.

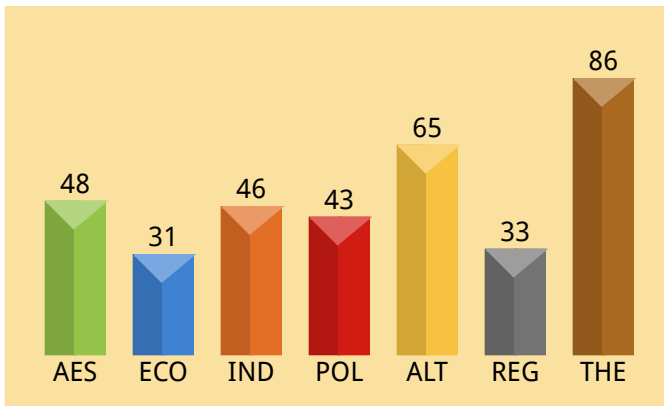


The Political Dimension:

This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Continual Improvement Insights:

- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



The Altruistic Dimension:

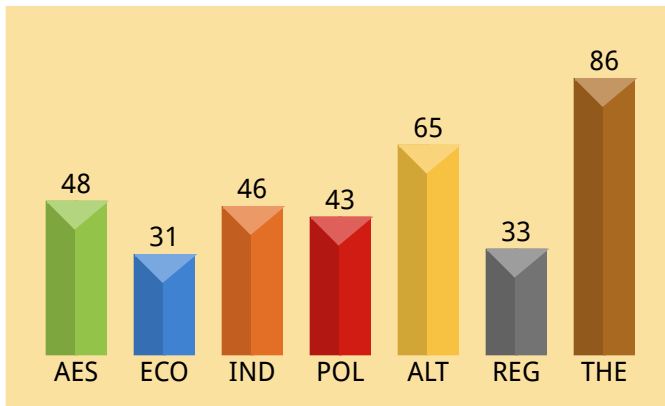
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- Your high sincerity-factor may be exhibited in your tone of voice in communicating with others.
- You have a high need to help and support others on their own pathway to success.
- You find value in work, beyond just a paycheck, especially when it aids others.
- You care about the feelings of others on the team.
- You freely give time, talent and energy without being asked.

Key Strengths:

- You are a social person more than solitary, and like networking.
- You have an empathetic attitude towards others.
- You are likely to go beyond the call to support or service others.
- You are a very good team player.
- You are always willing to share time, talent, and energy to help the organization or the cause.



The Altruistic Dimension:

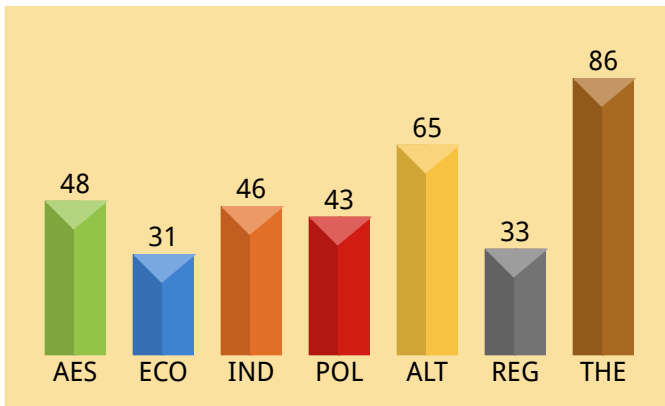
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You should remember that you tend to be a very 'giving' person, and enjoy helping others.
- You should provide an environment in which there is opportunity to help others achieve and grow professionally.
- You could be more easily taken advantage of by others because of your sincerity and desire to be helpful.
- You should seek a professional outlet that allows you to help others.
- Self-monitor to make sure your giving doesn't become too much or impractical.

Your Training/Learning Insights:

- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.

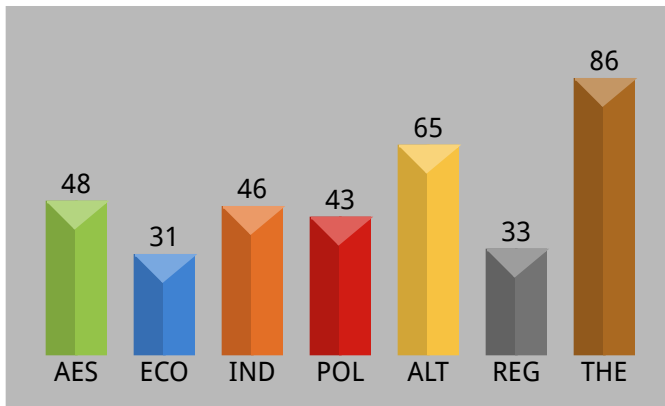


The Altruistic Dimension:

This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Continual Improvement Insights:

- You may need to say "no" more often.
- You need to remember that support and service efforts need to be practical as well.
- You can give away too much time, talent and energy.
- You can lose focus on personal work in favor of helping others with theirs.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.



The Regulatory Dimension:

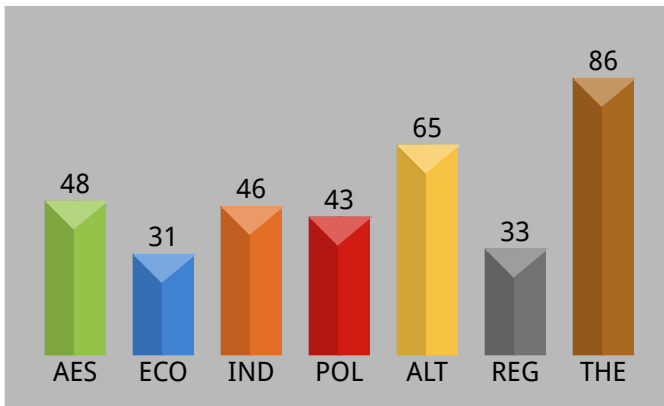
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You can challenge the rules as long as it is done carefully and logically.
- You tend to be balanced and stable.
- You are accepting of authority, but not bound by it blindly.
- You move freely and effectively between the rebels and the rule-followers in a group.
- You strike a good balance between respecting individual needs, and those of the group.

Key Strengths:

- You are good at providing order and structure where it is required.
- You can challenge protocol and be creative if the situation demands it enough.
- You are very flexible when it comes to dealing with very little or too much structure.
- You are not overly rigid in the need for order and structure.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.



The Regulatory Dimension:

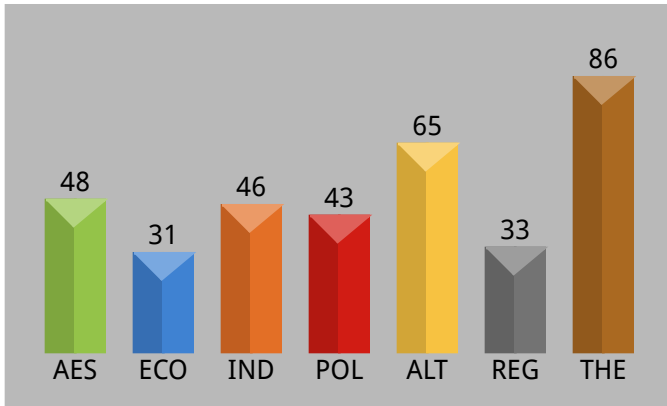
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You can help bring order out of chaos without going overboard.
- You can be the mediator between those who support the old guard and those who want revolution.
- You can provide a balanced view for creating new policies, procedures and protocols that are effective.
- You will be good at helping maintain a stable environment.
- You can be a valuable asset when it comes to working in routine environments.

Your Training/Learning Insights:

- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.

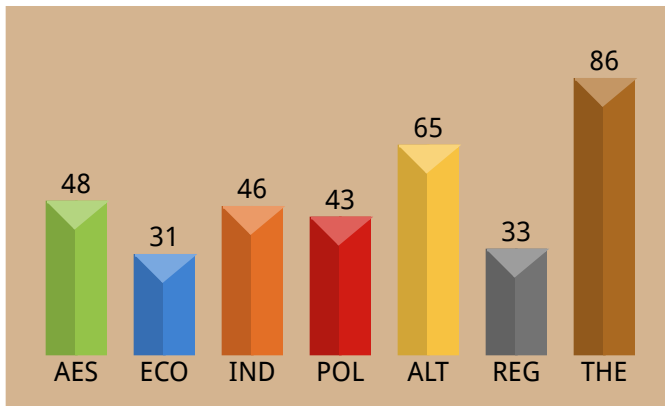


The Regulatory Dimension:

The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Continual Improvement Insights:

- You might benefit from exerting opinions freely in discussions of direction and planning.
- You could take a firmer stand on team issues involving dissenting opinions.



The Theoretical Dimension:

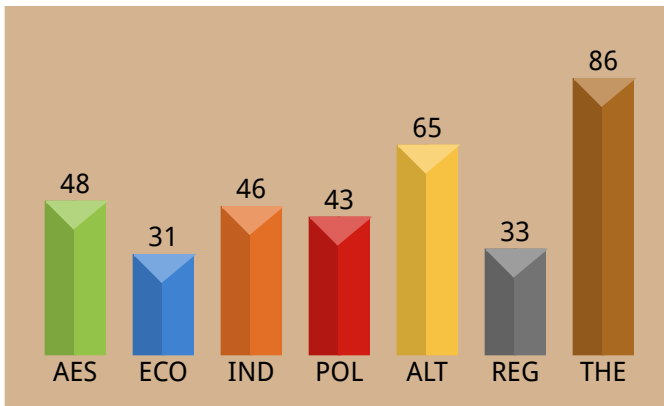
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You are interested in new methods and how they can be applied to existing structures.
- You have a 'Cognitive' attitude: You look for deeper meaning in things.
- You have many interests outside the workplace.
- You stay mentally alert and like mental challenges.
- You have a very high degree of curiosity in a variety of areas.

Key Strengths:

- You have an open-minded approach that comes from broad-based research.
- You do the prep-work and homework and come to the meeting or event well-prepared.
- You score as a very active problem-solver.
- Others may seek out you to answer their questions because they know of your strong knowledge base.
- You ask many of the necessary questions in order to gain the maximum amount of information.



The Theoretical Dimension:

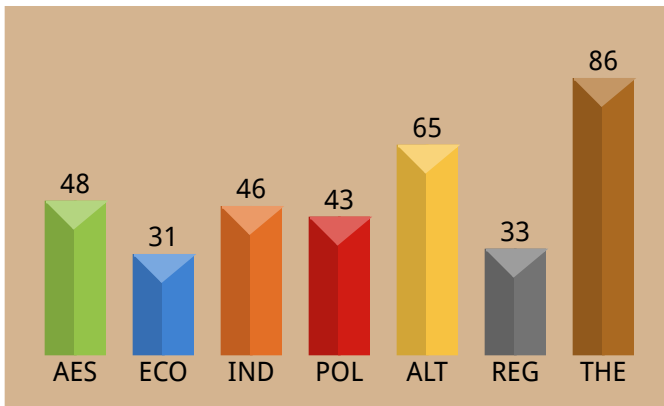
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Call upon your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- You prefer to be involved in future development projects that draw on your expertise.
- You prefer knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.

Your Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake, and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.



The Theoretical Dimension:

The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Continual Improvement Insights:

- You need to bring a balance at times between the strong desires to acquire new knowledge base, and the reality of the practical applications, if any.
- You may sometimes be selfish in sharing ideas with others, until your technical credibility has been established.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You shouldn't rush from one learning experience to another. Make certain there are some practical applications.
- You may demonstrate some aloofness especially to those not as intellectually driven.



Use this sheet to help you track which motivators are well aligned and which are not and what you can do about it.

Action Step: Looking at your Values Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

	Alignment				
	Poorly				Highly
Motivator #1: _____	1	2	3	4	5
Motivator #2: _____	1	2	3	4	5

Legend:

- 2-4 = Poor
- 4-5 = Below Average
- 6-7 = Average
- 8-9 = Excellent
- 10 = Genius

Tally your score here:

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: What aspects of your company or role can you get involved in that would satisfy this motivator?

Motivator #2: What aspects of your company or role can you get involved in that would satisfy this motivator?



Your final step to making sure you really benefit from the information in this report is to understand how your values style contributes to, and perhaps hinders, your overall success.

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):
